

STAT

Approved For Release 2003/02/27 : CIA-RDP84-00780R004100100005-3

Next 1 Page(s) In Document Exempt

Approved For Release 2003/02/27 : CIA-RDP84-00780R004100100005-3

4 AUG 1971

MEMORANDUM FOR: Management Advisory Group

25X1

ATTENTION : Mr. [ ] Co-Chairman

SUBJECT : Temporary Housing for Newly Arrived Clerical Employees

25X1

1. This memorandum responds to your request for comment relative to Mr. [ ] suggestion that the Agency secure a long-term lease or purchase a residence to be used by newly arrived Agency clerical personnel.

25X1

2. It is hardly an overstatement to say that the need to provide clean, safe, economical and strategically located housing for newly arrived clerical personnel has been a major, continuing problem for the Office of Personnel. We have had a series of experiences with a number of apartment and apartment/hotel installations in the Washington area over the past 15 years. In the late 1950's and early 1960's we used the [ ] as initial and temporary housing for female clerical personnel. By 1964/65 the neighborhood and the conditions of the installation had deteriorated to the point that it was an undesirable location. We then used four smaller apartment installations which provided furnished apartments for short-term use. This arrangement lasted only about two years and was terminated by the apartment owners because of the mistreatment accorded their facilities by our clerical personnel. We then arranged with [ ] Rosslyn for short-term occupancy. This arrangement lasted also for only approximately two years and was terminated by [ ] for the same reason. Since 1967/68, we have been making reservations [ ] for new clerical personnel at the rate of about 50 per month. The first month is at a rate of \$3 per day and advances to \$6 per day if the occupant stays longer.

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3. Because of our concern in this matter, the former Director of Personnel queried a number of his counterparts in Government in 1969 on this subject. For your information, his query and the replies received are attached.

4. The replies from the other Government agencies were mixed. Most were sympathetic to the problem having experienced it in their own situations. Many pointed out certain difficulties they foresaw in a Government sponsored arrangement which would certainly apply if this Agency were to

GROUP 1  
Excluded from automatic  
downgrading and  
declassification

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undertake a unilateral venture of this sort. First, the living arrangements would have to be temporary in nature. After a period of getting acquainted, most newly arrived girls make friends and subsequently arrange for permanent apartment living. Second, if the Agency, or any other Government entity, were to assume the role of landlord it would undoubtedly be expected to assume an additional authoritative role over the welfare and conduct of its employee tenants. It is difficult to see how the Agency in such a role could refrain from supervising the off-duty activities and behavior of the girls and this, I would think, would be a responsibility the Agency would not wish to bear. I think this fact is inescapable; one of our aforementioned respondents in another Government agency has the following to say: "Everyone I have talked to sees a real problem in the Government's accepting responsibility for the girls' off-duty activities, even for a few weeks. On the one hand, there is the real possibility of adverse parental and press action at the first hint of 'unladylike' behavior. On the other hand there is the growing belief that an employee's off-duty behavior is his (her) own concern--invasion of privacy and chaperoning are probably the same thing."

25X1 5. There is an additional factor to consider in an Agency controlled apartment unit dwelling place for its newly arrived girls. The identification of a CIA residence hall would soon be made. Undoubtedly it would become a matter of press concern and certainly a matter of concern to rival commercial establishments. Cover implications immediately enter the picture and the assignment of young ladies to temporary quarters would be restricted by their intended assignment, such as to the Clandestine Service, within the Agency. Although we have been assigning an average of 50 new employees to temporary lodging [redacted], we enter on duty an average of 90 girls a month. If the Agency were to sponsor a residence for the girls it is reasonable to expect that more than 50 per month would wish to take advantage of the availability of such quarters. This would be a large scale operation and in terms of today's rentals it is, we believe, inevitable that the Agency would have to subsidize a large portion of the costs. There is some question as to whether appropriated funds could, or should, be used for such a purpose. Moreover, if we sought the use of unappropriated funds--perhaps the Employee Activities Association--only a very small portion of those employees contributing to such reserves would benefit from the expenditures and would have substantial grounds for complaint.

25X1

6. We fully appreciate that [redacted] is not a desirable housing facility for newly arrived clerical personnel. We are attempting to identify reasonable and acceptable alternative arrangements. You will appreciate, I am sure, that \$3 per day for a room in today's cost of living is extraordinarily inexpensive. As we improve and upgrade the temporary housing facility, we know that the cost will increase. Most apartment owners and managers are unwilling to accept occupants who are under 21 years of age and therefore not liable for contracts which they sign. Location of the temporary housing facility is critical in that it must be on or near public transportation routes because few of the newly arrived clerical personnel have their own transportation.

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25X1 7. We have been carrying on a continuous dialogue with the Real Estate and Construction Division of the Office of Logistics concerning the problem of suitable temporary housing for our newly appointed girls in an attempt to find a substitute [redacted] It is our hope that 25X1 we will be able to identify five or six units in the Northern Virginia area which will be willing to enter into temporary lodging agreements with the Agency for the use of newly arrived employees. Undoubtedly rental costs will exceed those of the [redacted] but if we are successful in this pursuit it will give us more than one place to direct the girls to and will provide them with clean and respectable quarters until they can make their own arrangements. We would anticipate that our agreements with the managers of such establishments would limit the temporary residence of new tenants to a definite period of time, perhaps 30 days, and the tenants would be obligated to the reduced costs of this monthly arrangement. In view of the many disadvantages and practical obstacles to the suggestion that the Agency secure a long-term lease or purchase a residence, we would prefer to pursue with the Office of Logistics our efforts to find satisfactory substitutes for our present use [redacted] 25X1

/s/Harry B. Fisher

Harry B. Fisher  
Director of Personnel

Atts

Distribution:

Orig & 1 - Addressee  
1 - EsDir  
1 - ER  
X - DDS  
1 - C/SPD  
1 - D/Pers Chrono  
1 - JLO Chrono  
1 - D/Pers Subject

25X1 OP/DD/Pers/R&P/SPD/[redacted]:whg (30 July 71)

25X1 OD/Pers/[redacted]:pjc (Rewritten 3 Aug 71)

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5 JUN 1969

Mr. J. Robert Webb  
Chief, Personnel Programs Section  
Department of Justice  
Washington, D. C. 20530

Dear Bob:

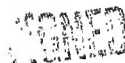
The problem discussed in the attached memorandum I am sure is not unique to my Agency; I do not know whether the solution proposed is feasible. It was written by a mature woman in our Office of Security whose responsibilities put her in a position to speak with considerable understanding and obviously, as you will see when you read it, some feeling. My people who deal with these young women have been wrestling with the problem for a long time and certainly would endorse this proposition. I am undertaking an unofficial survey with the thought that, if this is a widespread and common problem, it might be possible to get something done. I am not sending this to all the agencies in town but presume to feel free to ask you for comments.

Have you experienced this as a problem in your employee population? Do you think this kind of solution is feasible? Do you think it would be acceptable to the young women themselves (this is probably very important these days)? And, finally, if you think the problem exists and this is not the answer, do you have any ideas?

Inasmuch as I am undertaking this preliminary look on my own, I obviously will not presume to speak formally on your behalf or to in any way commit you or your agency should the results of this little study prompt me to take more formal action.

Any contributions would be greatly appreciated.

Sincerely,



Robert S. Wattles  
Director of Personnel

Distribution:

O&I - Addressee  
1 - D/Pers Chrono  
1 - D/Pers Subject File  
OD/Pers/RSWattles:rgs (4 June 69)

2 May 1969

SUBJECT: Housing For Government Girls

1. For the past year, I have had thoughts concerning the housing of all Government girls regardless of Agency, and if I may, I would like to share these thoughts with you. Pat Nixon has stated that her interest is with young people and so, I feel the time is right for sending this idea, perhaps polished up a bit, on to the White House.

2. Let's talk about the welfare of someone's daughter, not unlike your very own, who comes to the Washington, D. C. area to work for the United States Government. These girls come from every state in the Union with hopes held high not only for new purpose for their own lives but a certain sense of dedication to their country. The majority of them come direct from their high schools to find positions as Clerks, Clerk-Typists and Stenographers. Others among them have completed their education and plan to serve as Analysts, Editors and the like, but regardless of their educational background they share a common need: a physical place to begin.

3. Many a girl returns to her home disillusioned shortly after her arrival in Washington, simply because she has been unable to establish herself in the community. If we could salvage just one half of these girls as employees, what a tremendous savings this would be to the Government when you think in terms of the cost of recruitment and training.

4. I have in mind a large structure built by the Government to serve Government girls. A complex, if you like, that is self-supporting. The outrageous prices that the girls now pay could be cut in half and they could still financially support this complex. I see not only a decent place to live and food prepared for a wholesome diet, but an opportunity for personal growth.

5. To help these girls become acquainted with people in this area we could use them as volunteers in all sorts of community services. The G. G. Volunteers with proper training could serve in service hospitals, Junior Village, the International Center, etc.



In any case these organized opportunities would be there for them to accept if they so desired. Transportation could be provided to the places of service. Other service opportunities could come from the churches in the community and the churches in turn could provide transportation to the girl's chosen place of worship. As the girl grew in her knowledge of the surrounding area, so would she have had the chance to make friends of her own and would then desire to leave the complex and find an apartment of her own. Here again guidance as well as transportation could be provided to the best suited areas for apartment hunting.

6. For the past two years in my current position in Personnel Security I have interviewed over two thousand girls who are new to Washington and new to Government service. From this experience I know how each girl is concerned with finding her place. In my deep concern for each girl away from home I have tried to stress that she need not change her set of standards simply because she has changed her address but as you know this has not always been the case. Can we now think in terms of going one step further and providing the extra something to help this particular group of young women?





DEPARTMENT OF THE ARMY  
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL  
WASHINGTON, D.C. 20310

4 August 1969

Mr. Robert S. Wattles  
Director of Personnel  
Central Intelligence Agency  
Washington, D. C. 20505

Dear Bob:

This will confirm the telephone conversation you had recently with Dick Schnurr of our staff concerning the problems of housing Government girls. As he mentioned, this has been discussed by some of our operating personnel people in the area over the past few years.

Basically, the idea is valid and there are a number of arguments that can be advanced in its favor. However, there are one or two arguments against the proposal that the Government build a structure to house Government girls. These are raised, not to be negative, but to consider what opposition there might be.

The first argument against advocating or lobbying for the construction of a Government Girls' Home is the already tremendous demand for housing in Washington. Certainly, the disadvantaged, the ghetto dwellers, the slum dwellers should be provided with housing on a priority basis. Would it be realistic to provide Government girls with Federal housing when budgets can't or won't be met for the underprivileged?

A second problem could be the operation of such an institution. Moral questions or problems could be raised depending on who operated the establishment and how.

There are several alternatives to be considered. As you mentioned, GSA might be queried as to their interest in such a project. Additionally, religious, quasi-religious or social organizations might be approached as to their interest in sponsoring something of this nature.

It may be worthwhile to bring this up at an IAG meeting or, as you mentioned, at the Fall Conference. Anyway, it is a worthwhile project to consider further.

Sincerely,

A handwritten signature in cursive script, appearing to read "Chuck", written over the typed name.

C. F. MULLALY  
Director of Civilian Personnel



UNITED STATES DEPARTMENT OF JUSTICE

WASHINGTON, D.C. 20530

Address Reply to the  
Division Indicated  
and Refer to Initials and Number

July 30, 1969

Mr. Robert Wattles  
Director of Personnel  
Central Intelligence Agency  
Washington, D. C. 20505

Dear Bob:

Sorry I have taken so long to answer your letter of June 5, but I canvassed our bureaus for reactions to the proposal, and then I had a few higher priority problems.

The general reaction is guarded, and slightly favorable only if the apartment complex were managed by a single agency such as the Civil Service Commission or GSA, for example.

There is no question that housing is a part of the clerical recruitment and retention problem. However, we feel that offering housing in an all-girl, chaperoned, and carefully regulated complex may not do much to solve it unless it were designed solely as a facility for temporary housing.

As the suggestion is written, it appears that the Government would, in effect, accept the responsibility for supervising the girls off-duty activities (and behavior). If that is intended, then the complex will have to be chaperoned and carefully regulated. Since many girls coming here for jobs are, in fact, also leaving (escaping) just such an environment, I doubt if the complex could be made attractive enough to be more than a temporary housing facility until other arrangements can be made. If it could be made attractive as temporary housing it might help solve the problem. By offering comparatively inexpensive living and eating facilities and some off-duty orientation to living and recreation in Washington, we might make the transition from home to full independence a lot smoother for most girls.

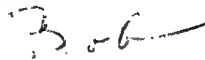
Everyone I have talked to sees a real problem in the Government's accepting responsibility for the girls' off-duty activities, even for a few weeks. On the one hand there is the real possibility of adverse parental and press action at the first hint of "unladylike"

- 2 -

behavior. On the other hand, there is the growing belief that an employee's off-duty behavior is his (her) own concern--invasion of privacy and chaperoning are probably the same thing.

In summary, we generally agree that inexpensive, well-run and organized housing is important to recruiting and retaining good clerical employees for jobs in Washington. We have some real doubts, however, about having such housing managed by a Government agency. Certainly none of those I talked to in Justice would want to accept such responsibility.

Sincerely yours,



J. Robert Webb  
Chief, Personnel Programs



OFFICE OF THE SECRETARY OF TRANSPORTATION  
WASHINGTON, D.C. 20590

JUL 23 1969

Mr. Robert S. Wattles  
Director of Personnel  
Central Intelligence Agency  
Washington, D. C. 20505

Dear Bob:

In response to your letter of June 5, 1969, I asked some of my people to review the problems you mentioned concerning housing for the young ladies recruited for employment in Washington, D. C. The experiences of two of our largest administrations, the Federal Aviation Administration (FAA) and the U. S. Coast Guard (USCG), are mentioned below:

FAA formerly brought in 100 to 150 girls each year from Pennsylvania. At that time, they had one employee who spent all of her time recruiting, training, and counseling these young ladies. This program included locating suitable places for the girls to stay upon arrival in Washington, D. C. Their experience was that the girls soon teamed up, rented apartments, and moved out of the "arranged-for" quarters. FAA now hires 20 or less from out of State and consequently sees no need for the CIA suggested approach.

USCG has scheduled 30 to 40 girls in from out of State this year. Because of the D. C. riots of last year and scary stories regarding rape, robbery, etc, they have found parents reluctant to let the girls take jobs here. Coast Guard has met with parents and promised that they will find adequate housing. It is estimated that 75 percent of the girls who pass the test and do not come to Washington do not come to Washington because of their parents' reluctance regarding the housing problems.

Some suggestions that were mentioned are:

- (1) that a half-way house might be the answer. This would be a temporary residence where no one could reside more

than six months. A permanent "barracks" would develop the same problem residents as encountered by the military.

- (2) that a good counseling program in the personnel office might be a way to focus on the "get acquainted" aspects of the CIA suggestion.
- (3) that we don't need a barracks for single women nor do we need a new social agency. It is suggested that CSC be asked to set up a temporary IAG Committee to examine the problem and come up with a set of guidelines for housing assistance and counseling of young women recruited from out of town.

I hope that the above information will be of help to you in your study.

Sincerely,



George S. Maharay  
Director of Personnel and Training

DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE  
WASHINGTON, D.C. 20201

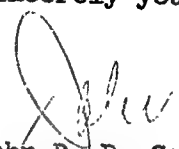
OFFICE OF THE SECRETARY

JUN 30 1969

Dear Bob:


I read the proposal you sent me with your letter of June 5 with recognition for the problems stated and sympathy for the ideas suggested. Then I asked for comment from my staff member who is particularly close to new employees and lower grade employees. She sent me the enclosed statement, and I concur in it.

Sincerely yours,

  
John D. R. Cole  
Deputy Assistant Secretary  
for Personnel and Training

Mr. Robert S. Wattles  
Director of Personnel  
Central Intelligence Agency  
Washington, D. C. 20505

Enclosure

*P.S. Elia Porter is solid! I'd rely on her  
judgment if I were making the  
decision on what to propose.*  


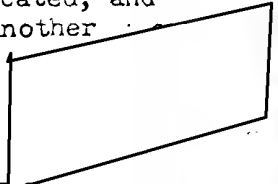
I have passed this around among some of the people here who have frequent contact with new girls in government. They think the idea has great merit. One person said that it would be even better or subsidized if the rent in such a place could be reasonable/so that girls would not have to pile in a place together in order to afford decent housing.

Part of the problem seems to be that the private hotels which have catered to women in the past have now either gone co-ed or out of business. The Meridian Hill Hotel--which has been the main women's hotel--is now a women's dormitory for Howard University. The YWCA is too small. It might be that the YWCA or some other UGF organization might be interested in buying an apartment house and setting up a special housing service ~~af~~ for these girls. The volunteer involvement follows easily, once the young women are collected in a particular locale.

Personally, I am not for government doing this. I think the private sector ought to provide the housing and make a little--but not an exorbitant--profit. If there is a need for a good women's hotel in Washington, as there appears to be, the government agencies ought to communicate this to the hotel industry. If they aren't interested, the community agencies ought to be.

Frankly, this is not very high on my priority list. I am more concerned about the lack of transportation for girls from D.C. to places like CIA, NIH, and others on the edge of the Beltway--and the racist attitudes that prevent them from renting cheaper apartments in the suburbs. S

If housing were built, I would want to know where it would be located, and whether it would really serve both black and white, or be just another way to avoid our commitment as employers to the central city.







DEPARTMENT OF STATE

Washington, D.C. 20520

UNCLASSIFIED

June 13, 1969

Mr. Robert S. Wattles  
Director of Personnel  
Central Intelligence Agency  
Washington, D.C. 20505

Dear Bob:

Thank you for your letter of June 5 concerning the housing of young women working for the Government.

Your proposal has met wholehearted support among the people I have talked to in the Department of State. We have a particularly difficult problem with the Foreign Service girls who stay in Washington about a month before going overseas. However their month here has often been such a bitter experience that many of them refuse to consider a Washington assignment thereafter.

Best wishes for the successful development of your project. If I can be of assistance, please let me know.

Sincerely,

A handwritten signature in cursive script, appearing to read "Howard".

Howard P. Mace  
Deputy Assistant Secretary  
for Personnel



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UNITED STATES CIVIL SERVICE COMMISSION  
BUREAU OF RECRUITING AND EXAMINING  
WASHINGTON, D.C. 20415

IN REPLY PLEASE REFER TO

JUN 19 1969

YOUR REFERENCE

Mr. Robert S. Wattles  
Director of Personnel  
Central Intelligence Agency  
Washington, D. C. 20505

Dear Bob:

Thanks for including me in your informal survey of the problem of housing for new stenographers and typists in the Washington Metropolitan Area.

Although I am not at present involved in any way with the recruitment and retention of clerical employees, I was concerned for a number of years in previous assignments. The problems associated with clerical recruitment are complex and have been so for about 20 years.

There is no question that attractive, low cost, and immediately available housing would be a valuable recruitment inducement. I would not recommend a dormitory or barracks type of structure. Apartment-type units for three or four girls sounds more appealing.

Bob, I think the problem involves more than just housing. Remember, we are talking (my estimate) of about 15,000 new employees per year with an annual payroll of about 30 million dollars. That is big business! Not only for the local business community, but in terms of cost to each agency. No one knows really how much it costs to recruit, process, train, give orientation and retain this large group of employees. Turnover, which is also costly, is highest in this group.

What I am getting to is the idea that maybe it is high time for some real joint efforts by all agencies in this town. For about 20 years, we have seen a successful coordinated effort to recruit and examine for the position of Management Intern involving between 250-500 new hires per year. Why not in this sensitive area? The IAG as the Board of Directors could manage the program, having an Executive Committee and an Executive Secretary to carry out the actual operations. I have even drawn up a proposed organization chart!

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THE MERIT SYSTEM—A GOOD INVESTMENT IN GOOD GOVERNMENT

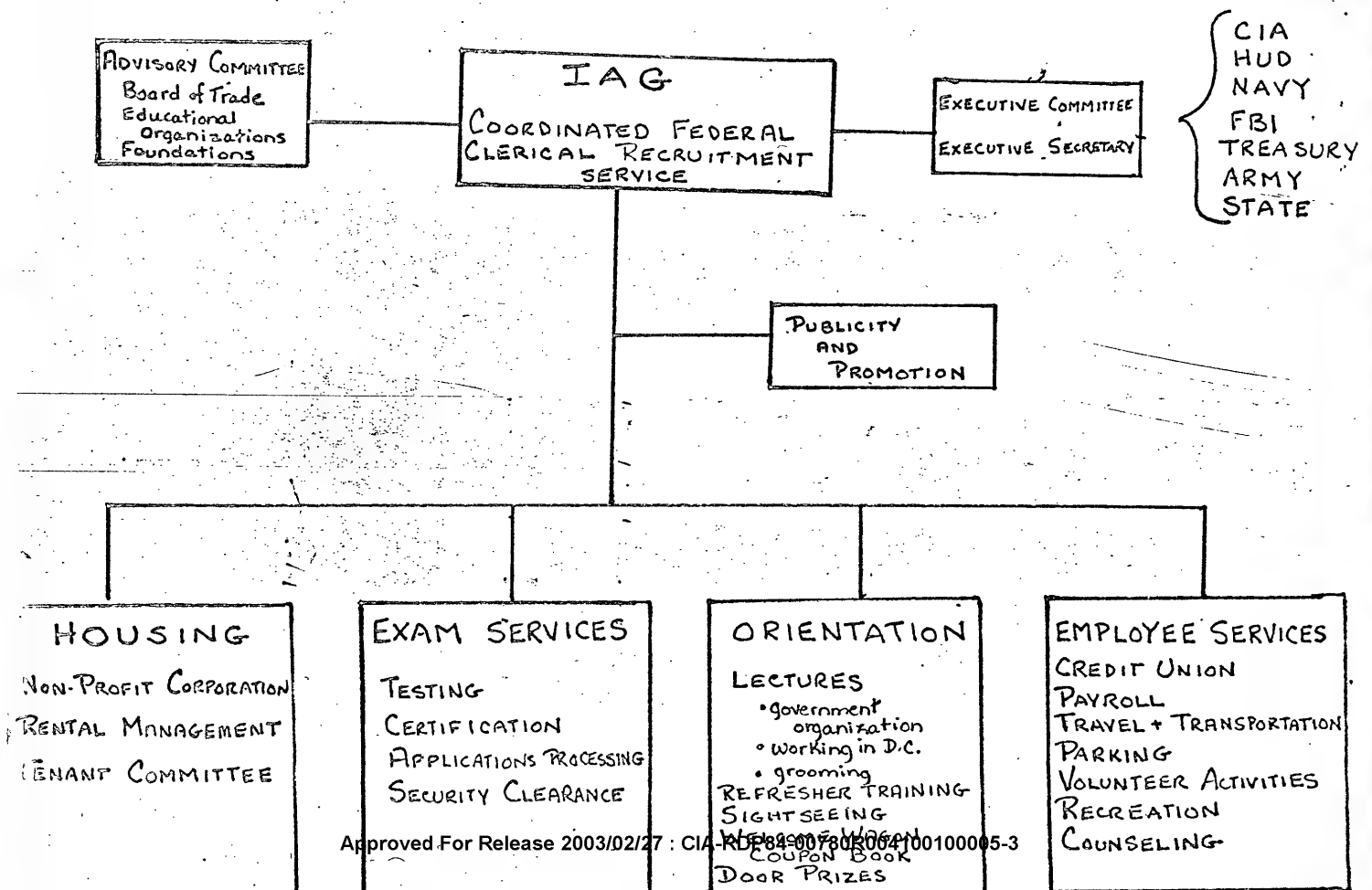
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My thoughts are not set in concrete, but I give them to you for whatever use you care to make of them. Should you gather a small group to kick these ideas around a lunch table, I would be happy to join in.

Sincerely yours,

A handwritten signature in dark ink, appearing to read 'Sam N. Wolk', with a horizontal line extending to the right.

Sam N. Wolk, Chief  
Career Service Division





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DEPARTMENT OF THE NAVY  
OFFICE OF CIVILIAN MANPOWER MANAGEMENT  
WASHINGTON, D. C. 20390

IN REPLY REFER TO  
OCMM 031.1:mv

26 JUN 1969

Mr. Robert S. Wattles  
Director of Personnel  
Central Intelligence Agency  
Washington, D. C. 20505

Dear Bob:

I've read with interest your letter of 5 June 1969 which forwarded a proposal for the housing of young girls who come to Washington to work for the Federal Government. I agree with you that there is a problem in this area, and it is not unique to one agency. The solution recommended by your woman from the Office of Security is similar to others proposed over the years, but which unfortunately have never been implemented. I believe some of the Interagency Advisory Groups have discussed such proposals, and while the feeling always seemed to be that the idea had merit, other priorities for staff time and attention, as well as funding and resources, seemed to prevail. If we are to move such a plan this time, it will undoubtedly demand some unified support of a number of Federal agencies in the D. C. area or else the personal interest of someone like Pat Nixon herself.

During World War II and through 1950, we actually had something like the proposed setup when Arlington Farms (WAVE Barracks) was used to provide housing for girls recruited by all agencies. Since that time, we have had a number of arrangements which have worked reasonably well. Currently, most of our recruits are sent to McLean Gardens (Porter Street, N. W.). The cost is \$6.00 to \$7.00 per night. They typically stay there from a few days to a week, then find more permanent housing (usually apartments in Virginia) with the assistance of the Joint Armed Forces Housing Referral Office. (This Office has overall Department of Defense responsibility for both temporary and permanent housing including inspection for suitability, negotiating with landlords, etc.) To date, McLean Gardens has been able to take care of all our temporary housing needs (including a group of 50 recruits we sent to them last week). If for any reason McLean Gardens should become unavailable, the Armed Forces Housing Office would have to look elsewhere, and the number of suitable alternatives within the District is rapidly shrinking.

No one can really quarrel with the general concept of a "Government Girl Complex" as a permanent solution, assuming that problems of authorization, financing, and management could be met. There would

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also be a question of location in view of recent large-scale agency movements into the suburbs - maybe more than one location would be needed.

The social involvement concept outlined in the proposal is probably a good idea. As we all know, youth today wants to be involved and committed. It would probably give the girls a sense of belonging and make the quarters something more than a hotel. Even in the event many of today's youths consider themselves too sophisticated for such dormitory-type facilities, it could only be considered advantageous for the many thousands of young girls from the 50 States who come to D. C. unprepared for city life on their own.

I feel the idea is worth exploring and will be interested to hear what the overall reaction was to your informal survey. Please let me know what materializes on the matter.

Sincerely yours,

A handwritten signature in cursive script, appearing to read "Bob", written in dark ink.

R. M. WILLEY  
Director



UNITED STATES CIVIL SERVICE COMMISSION

WASHINGTON, D.C. 20415

IN REPLY PLEASE REFER TO

June 19, 1969

YOUR REFERENCE

Mr. Robert S. Wattles  
Director of Personnel  
Central Intelligence Agency  
Washington, D. C. 20505

Dear Bob:

I'm glad to let you know my thoughts about a "G-Girl dorm," for what they are worth. My feelings are mixed.

When we were recruiting heavily in other sections of the country for typists, we found housing in Washington was an important consideration. We felt an obligation to find quarters for the young people--mostly girls--who had no means of finding suitable housing for themselves. Although several of our resources eventually dried up, we were always able to provide a satisfactory stop-gap.

The effort was not without its problems, however. High prices (even though not over-priced), uncertain availability, poor maintenance (in some cases) led to some dissatisfaction. On the other hand, we were held responsible by apartment managers when the girls were unsatisfactory tenants for one reason or other, such as broken contracts by minors.

A building for G-Girls would offer an easy way to insure adequate housing and allay the anxiety of the girls and their parents. If a need exists now, I believe such an idea is worth pursuing. I do see a number of problems, however, along the following lines:

Who would make the rules? A Government project would have to keep the respect of the community. Merely by being a Government project it would be much more liable to close scrutiny and criticism for actions that would evoke no comment if a private institution were involved. And the residents might well be more resistive to rules imposed by the Government. A free-wheeling establishment tagged as a Government project would do no one any good.

Could such a project be used exclusively for G-Girls? Could the general public be excluded from a "public facility"?



page 2

Would private industry have a just complaint about a nonprofit Federal establishment run at cut rates?

The immediate financing would have to be by Government subsidy. GSA?

Possibly conversation with GSA officials would clear up these points. I think, on the whole, I am more con than pro the idea. During World War II, when dorms were available to G-Girls, we were all more amenable to regulation.

It occurs to me that, if you have not already been in touch, you might get some ideas on this subject from Tina Lower, the Commission's leader in the Federal Women's Program. Her extension is 25667.

I hope these notes will be of some help to you.

Sincerely yours,



John W. Murtha  
Director of Personnel

DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE  
WASHINGTON, D.C.



26 JUN 1969

Mr. Robert S. Wattles  
Director of Civilian Personnel  
Central Intelligence Agency

Dear Bob

I have read with interest your letter of 5 June 1969 and its attached memorandum concerning the housing of Government girls in the Washington, D. C. area. It is obvious that your employee in your Office of Security has a deep concern for the young women who come into Washington as strangers to both the city and a new Government position.

So far as the Air Force employee population is concerned, my attention has not been directed to the type of problem described in your letter. Contacts with the Staff Civilian Personnel Division, which services Air Force Headquarters, and with the Civilian Personnel Offices at Andrews and Bolling Air Force Bases have not reflected a major problem. Within the Headquarters, approximately 33 per cent of new recruits are from outside this area. These young women, who do not have relatives or friends in Washington, are counseled and assisted to a great extent in finding permanent quarters in a convenient location, adequate transportation, comparative prices, and other things with which they might not be familiar.

A Government housing complex may be feasible if the problem proves to have magnitude. Your unofficial survey will undoubtedly be revealing in this respect. I believe, however, that the solution rests with the young women themselves. Such an undertaking would be both costly and impractical if the majority of newcomers did not take advantage of it. An alternative may be for each Department and Agency to provide a housing office counselor for new arrivals and to assure that their field recruiters are knowledgeable about the aspects of living and working in Washington, D. C.

I will be interested to hear what your survey reveals.

Sincerely,

  
JOHN A. GATES  
Director of Civilian Personnel

DEPARTMENT OF STATE  
AGENCY FOR INTERNATIONAL DEVELOPMENT  
WASHINGTON, D.C. 20523

27 JUN 1966


Mr. Robert S. Wattles  
Director of Personnel  
Central Intelligence Agency  
Washington, D.C. 20505

Dear Mr. Wattles:

We are in receipt of your letter of June 5 regarding the possibility of housing for all Government girls. I am answering in behalf of Joe Toner, who is currently on leave.

There is much merit to your proposed plan. However, since we are also aware of some of the pitfalls of such a project, several of our staff members are meeting to discuss the feasibility and desirability of such a plan. We shall advise you of their findings as soon as possible.

Sincerely yours,

  
James R. Keene  
Acting Director  
Office of Personnel and Manpower

DEPARTMENT OF STATE  
AGENCY FOR INTERNATIONAL DEVELOPMENT  
WASHINGTON, D.C. 20523

28 JUL 1989

Mr. Robert S. Wattles  
Director of Personnel  
Central Intelligence Agency  
Washington, D. C. 20505

Dear Mr. Wattles:

Pursuant to our letter of June 27, five members of our staff met to discuss the idea presented by one of your employees about housing for Government Girls. A secretarial recruiter, two secretarial placement officers, a member of our Policy Planning staff, and a representative of our Employee-Management Relations Branch comprised the group.

There was unanimous agreement that moderately priced housing for young ladies was desperately needed in the District. It was strongly felt that such a facility should not be located in the suburbs, which would hurt the employment situation of agencies located in the District by making transportation too costly and it also would tend to keep the girls in the suburbs and away from the area where they could avail themselves of their cultural surroundings.

The now-vacant Willard Hotel appeared to our group to be in an excellent location, easily accessible to most government buildings (many are within walking distance), and where Government Girls could enjoy their new surroundings. It was proposed that an endeavor be made to lease the now-vacant hotel on a temporary basis and to operate it for a trial period. Perhaps GSA could lease the building and Government Services, Inc. undertake the house-keeping function.

Beyond furnishing a decent, reasonably-priced and centrally located place to reside, our group felt that the Government or whoever eventually would administer such a project should have no further responsibility. The atmosphere should be one of a hotel for young women not a dormitory, so that the residents would not have the

- 2 -

feeling of being told what to do or when. A period of not to exceed 90 days was also suggested as the length of time someone could reside there.

As you explore this further, I suspect you will find that the Government cannot do this, or will not. As I review your suggestion, I'm reminded of the occasional furor that develops concerning PX's, Officers and Non-Com's clubs, and base housing being operated in competition with private businesses. In that event, you might want to propose that GSI operate the facility, or maybe a non-profit organization such as the Salvation Army, or even a "Federation" of employees associations.

It is felt that such an undertaking is a major one and would never be fully endorsed by all Government Girls coming to Washington, but if it could help fifty percent of the group adjust to their new way of life until they were able to make more permanent living arrangements within their income, it would make the project worthwhile.

Sincerely yours,



James R. Keene  
Deputy Director  
Office of Personnel and Manpower

THE LIBRARY OF CONGRESS

WASHINGTON, D. C. 20540



ADMINISTRATIVE DEPARTMENT  
PERSONNEL OFFICE

June 27, 1969

Dear Bob:

In tardy reply to your letter of June 5, 1969, you are advised that we are in sympathy with the proposal concerning improvement of the housing situation for young women embarking upon careers in the Washington Metropolitan area. Whether or not it would be acceptable to the young women themselves would depend in large measure on how the facility is presented, its cost, conveniences, and so forth. I think the reaction would be difficult to predict at this time. Certainly if it were well managed and properly supported it would seem to me it would be a success within a few years' experience. I am not so sure that it could be self-supporting as the proposal states. I am inclined to think the government would have to subsidize a portion of it based upon what I think the rents would be against the rising costs of construction these days.

The suggestion I would make on your proposal is to ask the Civil Service Commission to poll all the Federal agencies in the area in requiring replies on a well-thought-out exhaustive questionnaire dealing with all the ramifications of this subject in an effort to obtain as much factual data as possible. We would be pleased to participate in such a survey.

Sincerely,

A handwritten signature in cursive script that reads "Hutchison".

Robert W. Hutchison  
Director of Personnel

Mr. Robert S. Wattles  
Director of Personnel  
Central Intelligence Agency  
Washington, D.C. 20505

Office of Administration  
Washington, D.C. 20405



JUL 7 1969

• Mr. Robert S. Wattles  
Director of Personnel  
Central Intelligence Agency  
Washington, D. C. 20505

Dear Bob,

Thank you for your letter of June 5, 1969. I am pleased to comment on it. The proposal suggested by one of your employees is appealing.

GSA does not have a particular housing problem with the relatively few young women recruited outside the Washington area. Most youngsters who come to this Area have friends or relatives here, or come with two or three friends to obtain an apartment. There are occasional isolates without contacts. Our Employment Office arranges or recommends accommodations in the Evangeline Home, the YWCA, Meridian Hills, McLean Gardens, or other supervised or relatively protected housing. After the girls become familiar with the Area and make friends, they usually move to more commodious and liberal accommodations.

Our employment staff, however, would welcome government-sponsored housing. It would relieve them of the additional workload occasioned by those individuals requiring special housing services. They also believe it would aid recruitment substantially, particularly recruitment of high school graduates from small towns. One reason is that parents would be more willing to allow the youngsters to come if they were assured of supervised housing. Also, such housing would reduce the large initial capital (about \$200) presently needed to get housing and meet expenses until the first payday. However, their experience also dictates pessimism regarding the prospect of many girls remaining in supervised housing for any period of time, since there is ample unsupervised housing in the Area.

General Services Administration provided dormitory-type housing for about 10,000 girls a year, (GS-5 and below), during World War II because of the large number recruited nationally and the unavailability of housing in the Area. This was done under a special war authority. It was self-supporting, moderately supervised, and provided planned educational and social activities as well as professional counseling. By all reports, it was a very successful endeavor. It was terminated after the war because there was no longer any need for it. The war agencies terminated, other agencies cut back employment,



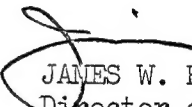
2.

and preference was given to veterans. Also, adequate private housing became available in the Area. As a consequence, the number requiring or desiring government-sponsored housing dwindled to practically nothing and the service was discontinued.

This experience would suggest that a similar large-scale effort would not be feasible. Current experience also suggests that dormitory-type accommodations and even moderate supervision would not be acceptable to many girls. A limited facility, with apartment-type accommodations and protection, rather than supervision, might be both feasible and acceptable. One of our Employee Relations staff suggests that a trial program of this sort may appeal to a First Lady, who traditionally has a "pet project or two" in keeping with her position. It may also materially aid the youngsters as well as recruitment. However, authority for such a program would have to be established, as well as the need for it. Possible repercussions from competition with local private housing would also have to be explored.

It is my understanding that this is a problem in some other agencies. If you decide to proceed, and additional information from this agency would be helpful, please do not hesitate to request it.

Sincerely,



JAMES W. HARDGROVE  
Director of Personnel

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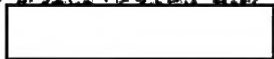
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Management Advisory Group  
7-D-59 Headquarters

9 April 1971

OP/KD

**ROD Housing—and the Retention of Clerical Employees**

1. The cost of undesirable personnel turnover among clerical employees could be sharply reduced if the Agency would undertake to provide and control clean, decent and convenient housing for those individuals newly arrived in Washington, D. C. For many of these young people, the appointment to our organization represents their first contact with a large metropolitan area. The cultural shock of this change is substantial without these individuals being subjected to unwarranted personal indignities in their quarters.
2. At the present time, our employees make reservations for potential associates in an establishment which is dirty, overrun with vermin, where the individuals are subject to molestation and sometimes find themselves the target of drug tests  STAT
3. Suggestion: The Agency secure a long-term lease or purchase a residence that can be maintained in a clean, decent and convenient manner. A number of methods for obtaining control of an acceptable residence are available. The rental operation could be subleased, but a requirement for the maintenance of housing standards would be made part of the lease. And I think a financial profit would accrue out of this venture!

STAT

TLC:jct

STAT

cc: Mr.  DC/KD